

**RELATIONSHIP OF INDIVIDUAL AND ORGANISATIONAL FACTORS  
AND EMPLOYEE PERFORMANCE: MODERATING EFFECTS  
OF PSYCHOLOGICAL EMPOWERMENT IN THE  
CERAMIC TILE INDUSTRY**

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A thesis submitted in fulfilment of the requirements for the degree of  
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## **DECLARATION**

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I hereby declare that this dissertation is the result of my own work, except for quotations and summaries which have been duly acknowledged.

Signature:

Date: 5 January 2015

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**2015**

## **ABSTRACT**

The Malaysia ceramic tile industry is facing many challenges which include competition from cheap imported tiles from China, increasing costs to procure raw materials as well as the continual increases in natural gas prices, hence causing the production costs to be very high which will have an impact on the industry's survival. Therefore, one way to boost productivity in order to reduce the labour costs is to have a team of high performing employees. For this reason, this research was initiated to study the factors that could optimize individual employee performance in this industry. Factors that had an influence on employees' performance in this research were divided into two categories, the first being the independent variables or organisational factors consisting of rewards, procedural justice, organizational culture and psychological empowerment and the second category were the individual factors or demographic factors consisting of employees' academic background and their tenure at their organizations. Psychological empowerment was also studied to see if it could moderate the relationship between rewards, employees' academic background and their tenure at their organizations, and employee performance. Based on the factors above, 10 research hypotheses were developed to study their relationships with employee performance. The respondents, totalling 600 employees, were from the supervisory level as they play a significant role in the success or failure of any organization. Questionnaires were given to all respondents and the response rate was 39 %. The completed questionnaires were analysed using SPSS version 20. The results obtained showed that all the independent variables and demographic factors influenced individual employee performance. However, when all the variables were combined together, rewards and employees' academic background were unable to influence employee performance. The study also found that psychological empowerment did not moderate the relationship between employees' tenure and their performance. The theoretical implication of this study was that expectancy and goal setting theories were observed by the respondents. The practical implication to employers is that the respondents highlighted the importance of feeling psychologically empowered in order to perform well on their job. The limitation of this study was that it only looked at the supervisory level in the ceramic tile manufacturing sector. Therefore, future research could consider different levels of management and different industries to determine whether if there is any similarity with the results from this study. Besides, this

research considered psychological empowerment as a variable and did not study the impact of the four cognitions separately.

**SEBAGAI PENENTU KEPADA PRESTASI PEKERJA DENGAN PEMERKASAAN PSIKOLOGI SEBAGAI PEMBOLEHUBAH PENYEDERHANA DI DALAM INDUSTRI JUBIN SERAMIK MALAYSIA.**

**SANJEEV JANARDHANAN  
2015**

**ABSTRAK**

Industri jubin seramik Malaysia pada waktu ini berdepan dengan pelbagai cabaran diantaranya dengan kemasukan jubin dari China dengan harganya yang lagi rendah, peningkatan di dalam kos bahan mentah dan juga peningkatan berterusan harga gas asli, lantaran menjadikan kos pengeluaran sangat tinggi dan ini memberi kesan yang serius terhadap daya saing industri ini. Oleh itu, peranan pekerja bekerja pada tahap keupayaan yang tinggi diperlukan untuk meningkatkan produktivi industri ini. Penyelidikan ini telah dilakukan untuk menentukan faktor-faktor yang mungkin dapat mengoptimumkan prestasi kerja pekerja-pekerja di dalam industri ini dengan meningkatkan tahap motivasi mereka. Faktor-faktor yang dikaji dibahagikan kepada dua kategori. Kategori pertama adalah faktor organisasi atau pembolehubah bebas yang terdiri daripada ganjaran, keadilan tatacara, budaya organisasi dan pemeraksanaan psikologi. Kategori kedua pula terdiri daripada faktor individu atau demografik iaitu kelayakan akademik pekerja dan tempoh masa perkhidmatan mereka di dalam organisasi mereka. Pemeraksanaan psikologi juga telah dikaji sebagai pembolehubah penyederhana di dalam hubungan di antara ganjaran, kelayakan akademik pekerja dan tempoh masa perkhidmatan mereka, dengan prestasi kerja mereka. Berdasarkan faktor-faktor di atas, 10 hipotesis telah dirangkakan untuk mengkaji perhubungan di antara faktor-faktor tersebut. Para responden, yang berjumlah 600 orang telah dipilih dari kalangan kategori penyelia syarikat. Mereka dipilih disebabkan mereka memainkan peranan penting di antara pihak pengurusan dan para pekerja di dalam sesuatu syarikat. Borang kaji selidik telah diedarkan kepada semua penyelia tersebut dan borang yang lengkap diisi telah dianalisa dengan menggunakan SPSS versi 20. Keputusan yang diperolehi menunjukkan bahawa setiap pembolehubah bebas dan faktor demografik memainkan peranan dalam meningkatkan prestasi pekerja. Walaubagaimanapun, apabila semua pembolehubah digabungkan bersama-sama untuk melihat pengaruh mereka terhadap prestasi pekerja, keputusan yang diperolehi menunjukkan bahawa ganjaran dan kelayakan akademik tidak memberi sebarang kesan untuk meningkatkan prestasi pekerja. Kajian ini juga mendapati bahawa apabila pemeraksanaan psikologi bertindak sebagai pembolehubah penyederhana, ia tidak mempengaruhi hubungan antara tempoh masa perkhidmatan pekerja dan prestasi kerja mereka. Implikasi secara teori mendapati bahawa kedua-dua teori motivasi, iaitu teori jangkaan dan teori pembentukan matlamat telah dipatuhi di dalam organisasi para pekerja dan telah menyumbang ke arah peningkatan prestasi pekerja tersebut. Implikasi praktik aladalah para pekerja lebih mementingkan pemeraksanaan psikologi sebagai faktor terpenting untuk memotivasikan mereka melaksanakan kerja mereka. Kajian ini hanya mengambilkira perspektif golongan penyelia dalam menentukan sejauh mana faktor-faktor ini menyumbang terhadap peningkatan prestasi kerja. Oleh itu, kajian pada masa hadapan perlu mengambil kira setiap

lapisan pengurusan supaya gambaran yang lebih tepat dapat diperolehi tentang kaitan di antara faktor-faktor tersebut dengan prestasi kerja. Kajian pada masa hadapan juga perlu mengambil kira peranan keempat-empat dimensi pemerkasaan psikologi.

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